

Grading the States 2008

Indiana shows the most improvement on state management report card

In March 2008, Governing magazine, in conjunction with the Pew Center on the States, released its fourth report from the Government Performance Project seeking to assess the quality of management in the 50 states. (The complete study is available online at both www.governing.com/gpp and www.pewcenteronthestates.org/gpp.)

Researchers analyzed performance in four categories: Money, People, Infrastructure, and Information. Within each of these categories are five criteria for which states were rated as a strength, mid-level, or weakness. The twenty criteria used are identical to the measures used for the last report in 2005 allowing direct comparison to individual performance from three years ago.

Overall, Indiana's grade improved from C+ to a B. Although the report does not rank states against each other, only eight states finished with a higher grade than Indiana, whereas only five states finished with a lower grade than Indiana in 2005.

	<u>2005</u>	<u>2008</u>
Money	C	B+
People	C	B
Infrastructure	B-	B+
Information	<u>C</u>	<u>B-</u>
OVERALL	C+	B


Indiana was one of three states (the others being Alabama and Wyoming) whose overall grade went up two letter segments. No states improved or declined by more than two letter segments. Indiana was the only state to move from below the median grade (B-) to above it.













Grades were also assessed at the category level (Money, People, Infrastructure, and Information). Indiana increased each category grade by at least two letter segments. No other state increased all four sections by one letter segment, let alone two. In total, the Indiana's category grades increased by eleven letter segments. The next highest increase was five letter segments (Georgia and Wyoming).

Indiana's improvement was also evident at the criteria level. In 2005, Indiana had a single strength and ten weaknesses identified. In 2008, Indiana had eight strengths and only one weakness identified.

Indiana actually converted five criteria from weaknesses in 2005 to strengths in 2008. No other state converted more than one weakness to a strength (Alabama, Connecticut, Georgia, North Carolina, and Vermont).

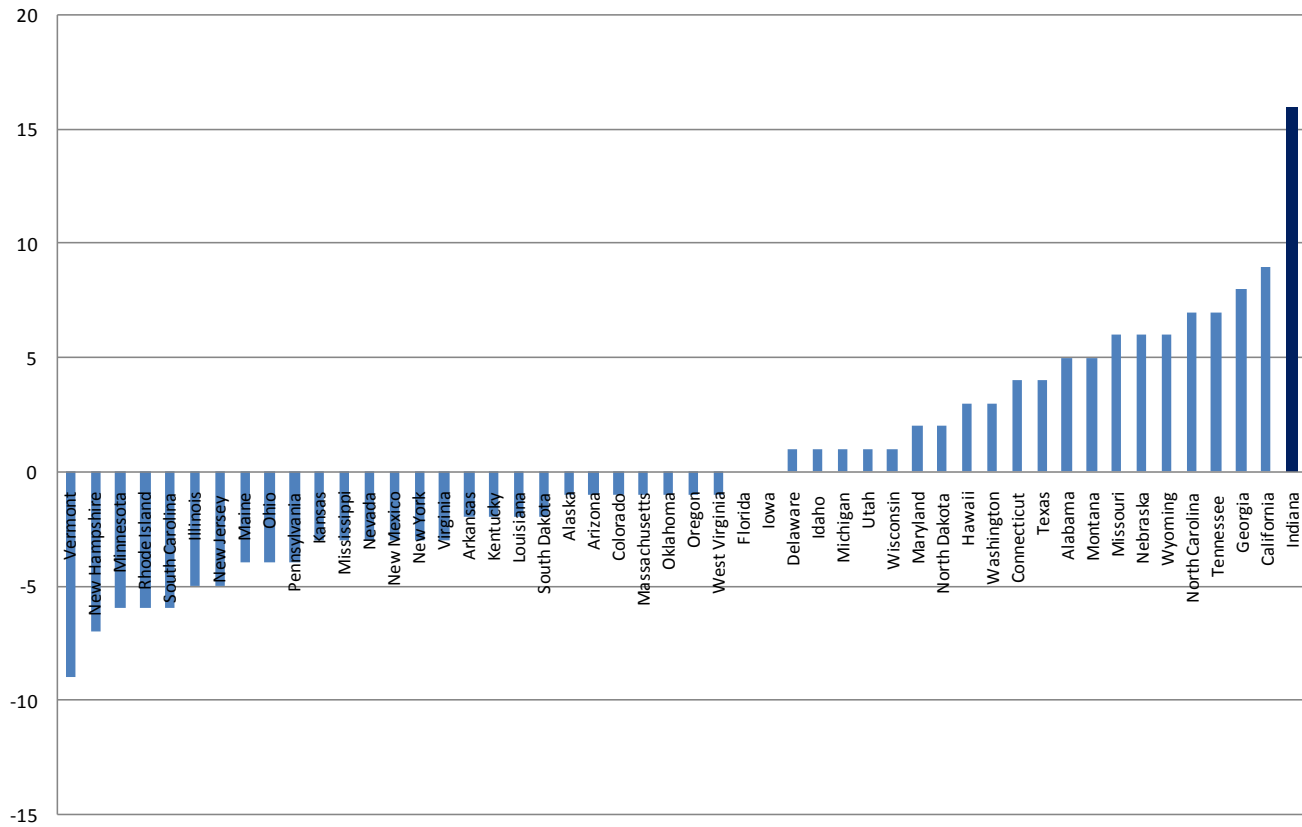
Indiana Strengths and Weaknesses

(=Strength; =Mid-level; =Weakness)

	<u>2005</u>	<u>2008</u>
Money		
Long-Term Outlook		
Budget Process		
Structural Balance		
Contracting/Purchasing		
Financial Controls/Reporting		
People		
Strategic Workforce Planning		
Hiring		
Retaining Employees		
Training and Development		
Managing Employee Performance		
Infrastructure		
Capital Planning		
Project Monitoring		
Maintenance		
Internal Coordination		
Intergovernmental Coordination		
Information		
Strategic Direction		
Budgeting for Performance		
Managing for Performance		
Performance Auditing & Evaluation		
Online Services & Information		

Considering the number of strengths minus the number of weaknesses (or “net”), Indiana improved from a negative 9 in 2005 to a positive 7 in 2008. This 16-point turnaround was the largest by far. California was the next closest with a 9-point gain.

Improvement in Net Strengths – Weaknesses (2005 to 2008)



Of course, there remains the opportunity for continued improvement, particularly in the Performance Auditing and Evaluation area. Indiana looks forward to working with the Pew Center to implement the best practices identified in other states and to enhance the value of services provided to Hoosiers.

Overall Improvement from 2005 to 2008

	<u>2005</u>	<u>Grade</u>	<u>Str-Wk</u>		<u>Str-Wk</u>	<u>Grade</u>	<u>2008</u>
	Utah	A-	16		17	A-	Utah
	Virginia	A-	15		12	A-	Virginia
					12	A-	Washington
	Minnesota	B+	10				
	Washington	B+	9		10	B+	Georgia
	Delaware	B+	7		10	B+	Missouri
	Kentucky	B+	7		8	B+	Delaware
	Michigan	B+	7		8	B+	Michigan
					8	B+	Texas
South Carolina	B	8					
Pennsylvania	B	7			7	B	Indiana
Vermont	B	6			7	B	Nebraska
Iowa	B	5			5	B	Iowa
Missouri	B	4			5	B	Maryland
Ohio	B	4			1	B	Louisiana
Texas	B	4					
Kansas	B	3			5	B-	Kentucky
Louisiana	B	3			4	B-	Minnesota
Maryland	B	3			3	B-	Pennsylvania
Georgia	B	2			3	B-	Tennessee
Arizona	B	1			2	B-	Florida
Nebraska	B	1			2	B-	North Carolina
					2	B-	South Carolina
Florida	B-	2			0	B-	Arizona
New York	B-	2			0	B-	Kansas
New Jersey	B-	0			0	B-	Ohio
Nevada	B-	-1			-1	B-	Connecticut
Idaho	B-	-2			-1	B-	Idaho
Maine	B-	-2			-1	B-	New York
Wisconsin	B-	-2			-1	B-	North Dakota
North Dakota	B-	-3			-1	B-	Wisconsin
South Dakota	B-	-3			-2	B-	Wyoming
					-3	B-	Vermont
Oregon	C+	0			-4	B-	New Mexico
New Mexico	C+	-1					
Illinois	C+	-3			-1	C+	Oregon
Mississippi	C+	-3			-3	C+	Montana
Colorado	C+	-4			-4	C+	Nevada
Tennessee	C+	-4			-5	C+	Alabama
Connecticut	C+	-5			-5	C+	Colorado
North Carolina	C+	-5			-5	C+	South Dakota
Oklahoma	C+	-5			-6	C+	Mississippi
Rhode Island	C+	-5			-6	C+	Oklahoma
Alaska	C+	-6			-7	C+	Hawaii
Massachusetts	C+	-6			-8	C+	West Virginia
Arkansas	C+	-7					
West Virginia	C+	-7			-1	C	California
Montana	C+	-8			-5	C	New Jersey
Indiana	C+	-9			-6	C	Maine
					-7	C	Alaska
New Hampshire	C	-8			-7	C	Massachusetts
Wyoming	C	-8			-8	C	Illinois
Hawaii	C	-10			-9	C	Arkansas
Alabama	C-	-10			-11	C-	Rhode Island
California	C-	-10					
					-15	D+	New Hampshire